

Joint Capability Technology Demonstration (JCTD)

Practical Operating Guidelines (POG) Master

February 1, 2008





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POG Attributes

- **Driven by JCTD process and life cycle**

- Formulation, Proposal, Review, Rate and Rank, JROC Needs Validation, USD(AT&L) Approval, Congressional Notification, Implementation Direction, Demonstration, Assessment and Transition, and Final Report

- **Composition**

- PowerPoint-based master and modules guidelines and examples
- Word-based narrative, illustrations and outlines

- **Tailorable**

- Compatible with KIMS
- Supports diverse set of users / audiences
- Meets needs of JCTD processes and life cycle

- **User Categories**

- Category I: DoD, interagency, COCOM, Joint Staff and Service field JCTD leadership and management (POG Narrative Description)
- Category II: Managers and teams of approved JCTDs and JCTD proposal teams (Complete POG)

Information developed using the POG may be portrayed in the form of PowerPoint style briefing charts (for briefings) or as Word style written documents (for descriptive, detailed information)

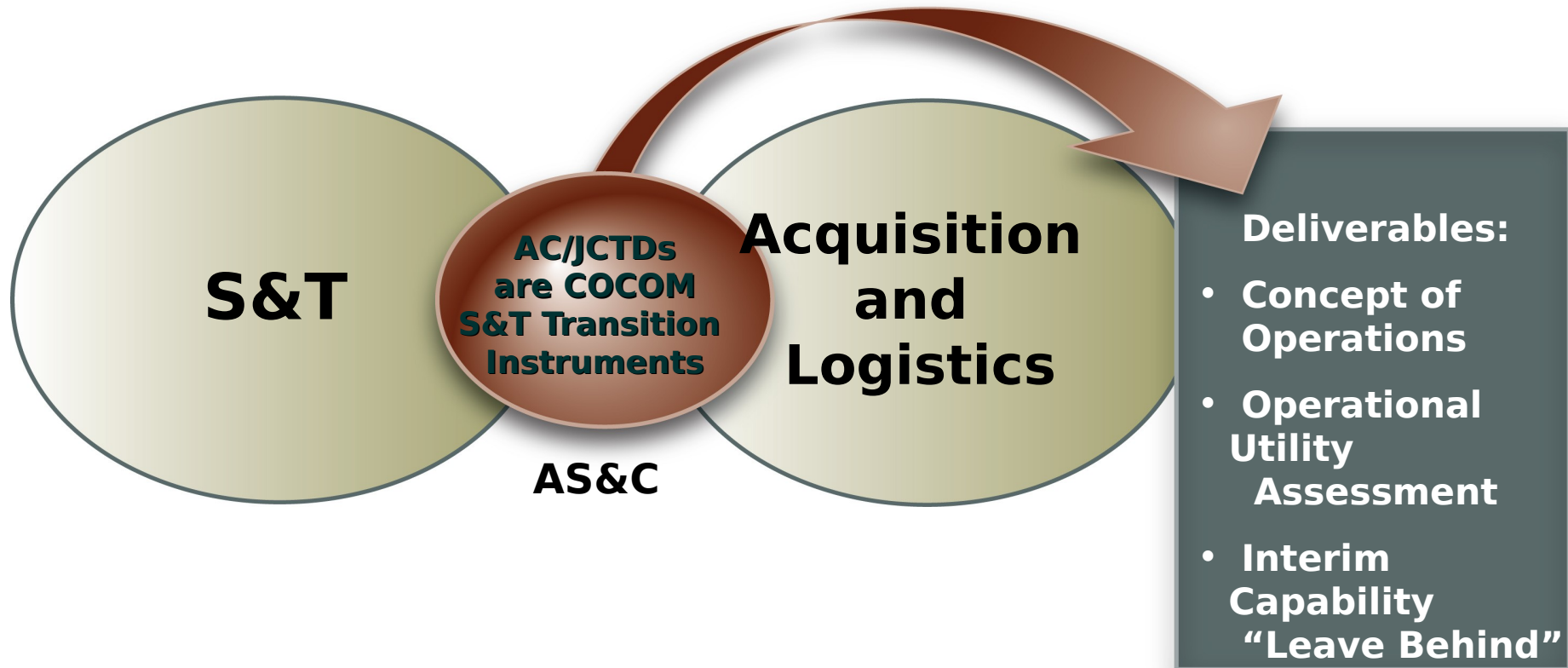


JCTDs Bridge S&T and Acquisition



A1857-J-01

- Fill Gaps Between S&T and Acquisition for COCOMs
- Demonstrate Multi-Service, Joint and Coalition Capabilities



JCTDs are not acquisition programs; they transition solutions to COCOMs



Characteristics of JCTDs

- **Address COCOM Needs With Innovative Concept and Mature Technology**
- **Provide Capability Solution With Operational Concepts and TTP**
- **Assess Solutions in Warfighter Operational Demonstrations**
- **Usually Joint, Often Combined / Coalition / Interagency / Transformational**
- **Rapid Results: 1 to 3 Years or Less to Final Demonstration and a Prototype Interim Capability**
- **Multiple Funding Sources With a Transition Agreement**

Emphasis on Demonstration and Transition...try with intent to buy



JCTD

Measures and Metrics

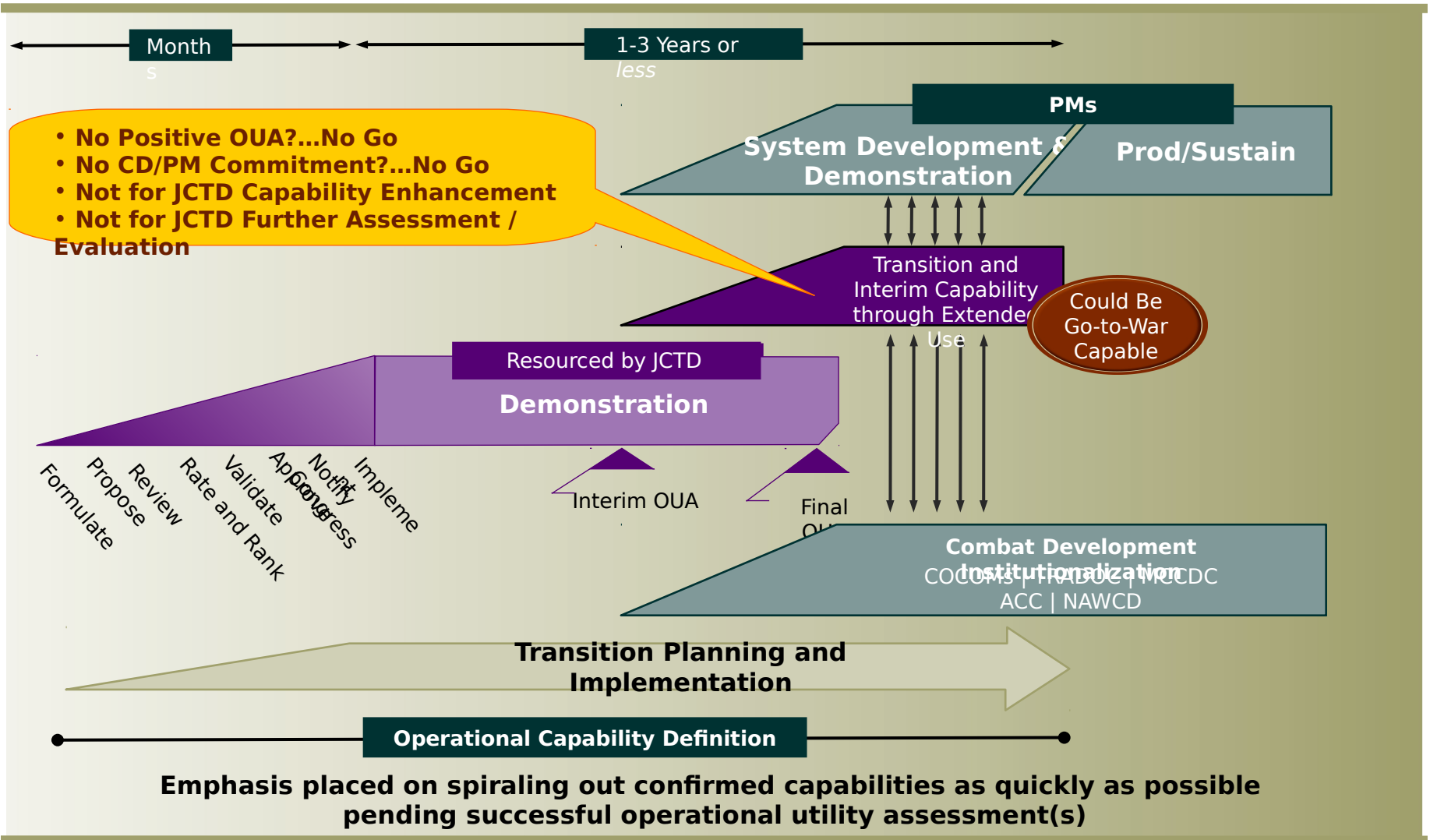


A1857-J-02

Measure	Metric
JCTD Selection Focus	Capability Based: Greater COCOM influence in selecting JCTDs with a focus on nearer term Joint / Coalition / Interagency operational needs
Final Operational Demonstration Completed and Spiral Technology Goals. (Starting Point: Approved Implementation Directive [ID])	25% will provide an operationally relevant product demonstration within 24 months of ID signature. 75% complete final operational demonstrations within three years of ID signature. Provide spiral technologies (if applicable)
Shared Funding and Visibility of Resources	OSD provides significantly more funding (often greater than 30%). In some cases a majority of project funding, especially during the first two years
Operational Utility Assessment (OUA) conducted by an independent activity	JCTDs not necessarily tied to an exercise. Greater flexibility to establish operational utility via "real world" demonstration or specifically designed test / venue
Transition of Capability	80% of JCTDs transition at least 50% of their products to operations and sustainment. "Try with Intent to Buy" focus



JCTD Framework





JCTD Guidelines Taxonomy

A1857-J-04

Process	Key Documentation / Modules
F Formulation	Proposal Package (Proposal Paper, Candidate Review Briefing, Quad Chart, Congressional Summary Report)
P Propose	
CR Candidate Review	
RR Rate and Rank	
INV J ROC Needs Validation	
UA USD(AT&L) Approval	
CN Congressional Notification	Congressional Report Summary
ID Implementation Direction	Implementation Directive (ID), Funding Request
Demonstration, Operational Utility Assessment and *Transition	Management and Transition Plan (MTP), Funding Request, CONOP and TTP, Integrated Assessment Plan (IAP), Operational Utility Assessment (OUA) Report
DAT	
FR Final Reporting	Final Report

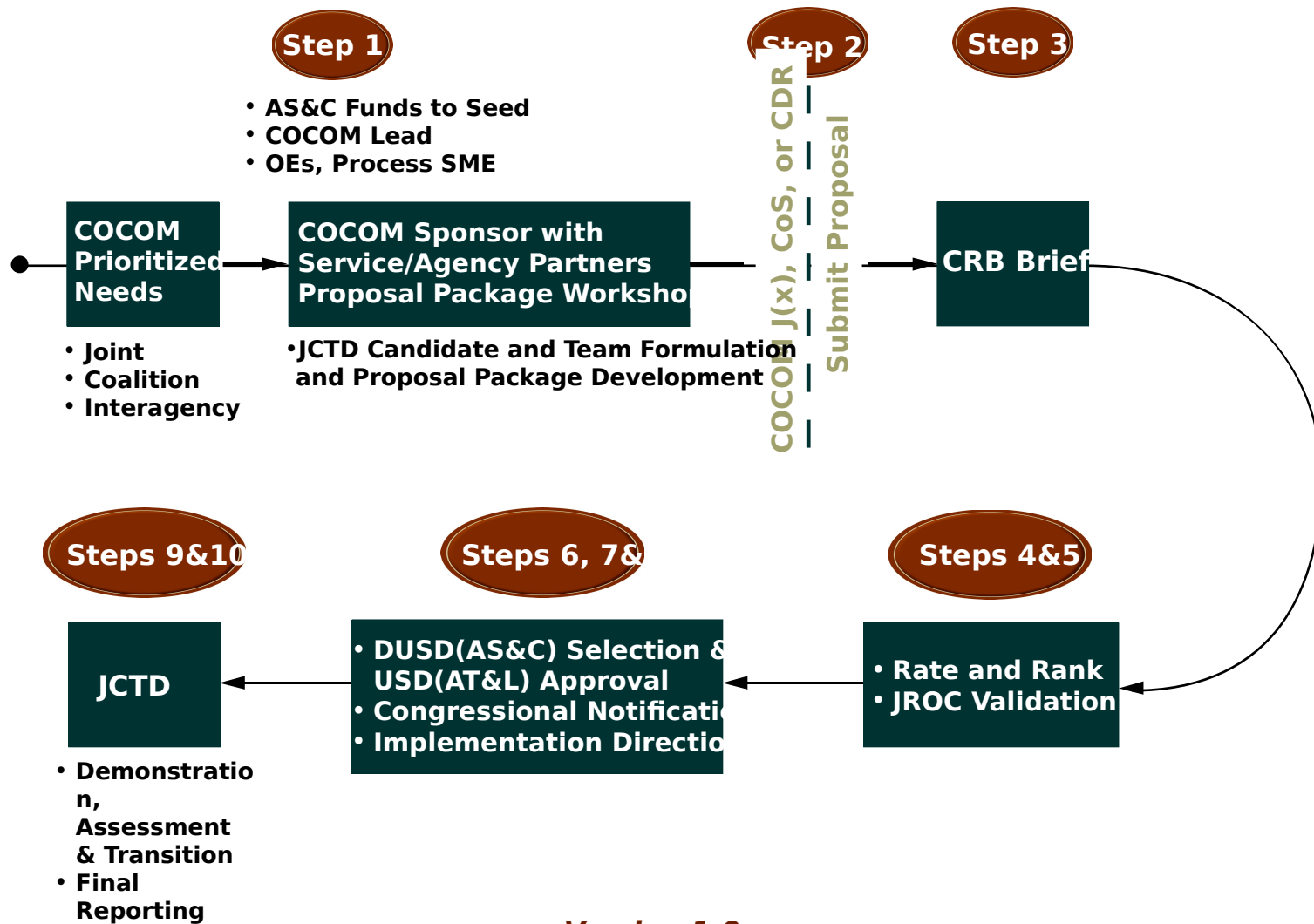
* Requires Positive OUA and Acquisition Community Commitment

Management Areas: Operational, Technical, Transition (includes financial), Oversight





JCTD 10 Step Life-Cycle Process Flow





Formulation

- **Key Activities:**

- Define and confirm Operational Problem and Desired Capabilities
 - Coordinate with other COCOMs for input / feedback
- Determine eligibility / qualification to be a JCTD candidate
- Identify and develop JCTD Team (operational, technical, transition, acquisition, policy, international, interagency, Joint Staff, OSD)
- Develop JCTD candidate proposal (i.e., operational, technical, transition) including management, funding and team approach
 - Includes use of 10 Key Questions and 7 Factors checklist described in JCTD POG narrative
- Produce JCTD Candidate Proposal Package including potential animation of CONEMP or CONOP
- Accomplish any time via workshop approach or other collaborative media

- **Participants**

- Lead: Operational Manager, COCOM with Partner(s)
- Supporting:
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency
 - Oversight Executive, ODUSD(AS&C)
 - Independent Assessor
 - Interagency, International, Joint Staff

Key Documentation: Proposal Paper, Candidate Review Briefing, Quad Chart



Proposal Paper Outline



I. Overview

- A. The Situation [guidelines, example]
- B. Coalition / Joint / Interagency Operational Problem [guidelines, example]
- C. Desired Capabilities [guidelines, example]
- D. Top Level Capabilities and Metrics As Applied to Joint Functional Capability Area [guidelines, example]
- E. Solution Trade-Off Analysis
 - 1. Key Assumptions [guidelines, example]
 - 2. Alternatives Identification and Comparison [guidelines, example]
 - 3. Conclusions and Recommendations [guidelines, example]
- F. Capabilities Solution [guidelines, example]
- G. Overall Demonstration Strategy [guidelines, example]

**Supports ID and
MTP
Development**

II. Operational Management

- A. Operational View-1 (OV-1) Architecture [guidelines, example]
- B. Top Level CONEMP or CONOP [guidelines, example]
- C. Critical Operational Issues [guidelines, example]
- D. Coalition / Joint / Interagency Operational Utility Assessment Strategy [guidelines, example]
- E. Operational Demonstration Approach [guidelines, example]
- F. Top Level Demonstration Scenarios [guidelines, example]

III. Technical Management

- A. System View-1 (SV-1) [guidelines, example]
- B. Technical Demonstration and Programmatic Approach [guidelines, example]
- C. Core Technologies [guidelines, example]
- D. Affordability for Transition [guidelines, example]
- E. Interoperability and Integration [guidelines, example]
- F. Training [guidelines, example]
- G. Security, Information Assurance and Safety [guidelines, example]

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets



Proposal Paper Outline (cont'd)



IV. Transition Management

- A. Overall Transition Strategy [guidelines, example]
- B. Description of Products / Deliverables [guidelines, example]
- C. Follow-on Development, Production, Fielding and Sustainment [guidelines, example]
- D. Interim Capability Through Extended Use [if implemented] [guidelines, example]

Supports ID and
MTP
Development

V. Networks / Equipment / Facilities / Ranges / Sites [guidelines, example]

VI. Organizational and Programmatic and Approach

- A. Organizational Structure, Roles and Responsibilities [guidelines, example]
- B. Programmatic
 - 1. Schedule [guidelines, example]
 - 2. Supporting Programs [guidelines, example]
 - 3. Cost Plan [by task and by FY] [guidelines, example]
 - 4. Funding [by source and by FY] [guidelines, example]

VII. Acquisition and Contracting Strategy [guidelines, example]

VIII. JCTD Risk Management and Mitigation Approach [guidelines, example]

IX. Summary and Payoffs [guidelines, example]

X. Acronyms [guidelines, example]

XI. Glossary [guidelines, example]

XII. Related Documents [guidelines, example]

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets



Candidate Review Briefing Outline



- The Situation [example]
- Coalition / Joint / Interagency Operational Problem [example]
- Desired Capabilities [example]
- Top Level Capabilities and Metrics As Applied to Joint Functional Capability Area [example]
- Solution Trade-Off Analysis and Alternatives Identification [example]
- Capabilities Solution [example]
- Operational View-1 (OV-1) [example]
- Overall Demonstration and Programmatic Strategy [example]
- Core Technologies [example]
- Interoperability and Integration [example]
- Security, Information Assurance and Safety [example]
- Overall Transition Strategy [example]:
 - Follow-on Development, Production, Fielding and Sustainment [example]
 - Interim Capability Through Extended Use [if implemented] [example]
- Organizational Wiring Diagram [example]
- Schedule [example]
- Cost Plan [by task and by FY] [example]
- Funding [by source and by FY] [example]
- JCTD Risk Management and Mitigation Approach [example]
- Summary and Payoffs [example]



Candidate Review Briefing Outline Back-ups



- **Back-ups:**

- CONEMP or CONOP [example]
- Critical Operational Issues [example]
- Coalition / Joint / Interagency Operational Utility Assessment Strategy [example]
- Operational Demonstration Approach [example]
- Top Level Demonstration Scenarios [example]
- System View-1 (SV-1) [example]
- Technical Demonstration and Programmatic Approach [example]
- Affordability for Transition [example]
- Training [example]
- Description of Products / Deliverables [example]
- Supporting Programs [example]
- Networks / Equipment / Facilities / Ranges / Sites [example]
- Acquisition and Contracting Strategy [example]



Quad Chart

(Name JCTD and FYs)
[guidelines, example]



A1857-J-05

FYX

Operational Problem:

OV-1:

Capabilities Solution:

Technologies:

Participants:

- User Sponsor:
- Lead Agency:
- OM:
- TM:
- XM:

Schedule:

Transition:

Funding:



Propose



- **Key Activities:**

- Submit JCTD Candidate to DUSD(AS&C) via KIMS and supporting e-mail message to Oversight Executive [if assigned] via three on-ramp options
 - 2nd Qtr, CRB, 4th Qtr, Mini-CRB; “Anytime / Immediate Rolling Start”
- Continue Development and Coordination of Candidate Proposal
 - Presentations to:
 - Other related COCOMs, Service / Agency Lead, Inter-agency, international partners [as appropriate]
 - Applicable JCIDS Functional Capability Working Group(s)
 - “Lunch Bunch” meetings
 - Confirm organizational and funding commitment
 - Maintain updated Candidate Proposal on KIMS
- Pre-brief candidate to ADUSD(AS&C) Joint Functional Capability Area Board representative and Director, JCTD Program, ADUSD(AS&C) to obtain approval to present to Candidate Review

- **Participants:**

- Lead: Operational Manager, COCOM with Partner(s)
- Supporting:
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency
 - Oversight Executive, ODUSD(AS&C)
 - Independent Assessor
 - Interagency Liaison Staff

Key Documentation: **Proposal Paper**, Candidate Review Briefing, Quad Chart



Candidate Review



- **Key Activities:**

- Present JCTD Candidate Proposal to DUSD(AS&C) Candidate Review Board
- Obtain DUSD(AS&C) and Candidate Review concurrence to continue development and coordination of candidate proposal
- Continue development and coordination of JCTD Candidate Proposal
 - Priority on organizational and funding commitment
 - Maintain updated Candidate Proposal on KIMS

- **Participants:**

- Lead: Operational Manager, COCOM with Partner(s)
- Supporting:
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency
 - Oversight Executive, ODUSD(AS&C)
 - Interagency, International, Joint Staff

Key Documentation: Proposal Paper, Candidate Review Briefing, Quad Chart



Rate and Rank

- **Key Activities:**

- Review JCTD Candidate Proposals for completeness and executability
- Coordinate with and obtain Functional Capability Board(s), JCB and JROC concurrence
- Continue coordination of JCTD Candidate Proposals with COCOMs, Services, Interagency and “Lunch Bunch”
- Conduct Rating and Ranking process with COCOMs and Services
- Maintain DUSD(AS&C) concurrence to continue development and coordination of candidate proposal
- Continue development of JCTD Candidate Proposals
 - Obtain organizational and funding commitment
 - Maintain updated Candidate Proposal on KIMS
- Finalize list of JCTD Candidate Proposals to go forward for JROC Needs Validation
- Initiate development of **Implementation Directive (ID)** (not req’d for Rate and Rank)

- **Participants:**

- Leads: Director, JCTD Program, ADUSD(AS&C) and Oversight Executive, ODUSD(AS&C)
- Supporting:
 - COCOMs and Services
 - Operational Manager, COCOM
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency

Key Documentation: Proposal Paper, Candidate Review Briefing, Quad Chart



JROC Needs Validation

- **Key Activities:**

- Obtain JROC needs validation of Operational Problem and Desired Capabilities ensuring support of COCOM IPLs and Joint Staff's most pressing operational needs
- Continue coordination of JCTD candidate Proposal with Functional Capability Area Board or Working Group, COCOMs, Services, interagency
- Maintain DUSD(AS&C) concurrence to continue development and coordination of candidate proposal
- Continue development of JCTD candidate proposal
 - Maintain updated candidate proposal on KIMS
- Continue development of ID (not req'd for JROC Needs Validation)

- **Participants:**

- Lead: Director, JCTD Program, ADUSD(AS&C) and JROC
- Supporting:
 - Operational Manager
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency
 - Oversight Executive, ODUSD(AS&C)
 - Joint Staff

Key Documentation: Quad Chart





USD(AT&L) Approval

- **Key Activities:**

- Develop Congressional Summary Report for ongoing and new JCTDs
- Obtain USD(AT&L) approval of JCTD selected candidates
- Continue development of JCTD
 - Maintain updated JCTD on KIMS
- Continue development of ID (not req'd for USD(AT&L) Approval)

- **Participants:**

- Leads: Director, JCTD Program, ADUSD(AS&C) and USD(AT&L)
- Supporting:
 - Oversight Executive, ODUSD(AS&C)
 - Operational Manager
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency
 - Interagency, International, Joint Staff

Key Documentation: Congressional Summary Report

Version 1.0





Congressional Notification

- **Key Activities:**

- Conduct 30-day (calendar days) Congressional Notification process for approved JCTD
 - House Armed Services Committee
 - House Appropriations Committee
 - House Appropriations Committee, Subcommittee on Defense
 - Senate Armed Services Committee
 - Senate Appropriations Committee
 - Senate Appropriations Committee, Subcommittee on Defense
- Continue development of JCTD
 - Maintain updated JCTD on KIMS
- Finalize development of ID (not req'd for Congressional Notification)

- **Participants:**

- Lead: Director, JCTD Program, ADUSD(AS&C) and Oversight Executive ODUSD(AS&C)
- Supporting:
 - Operational Manager
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency

Key Documentation: Congressional Summary Report

Version 1.0





Congressional Summary Report Outline (for each JCTD)



- JCTD Title [**guidelines, example**]
- Year Started [**guidelines, example**]
- COCOM / User Sponsor [**guidelines, example**]
- Lead Service / Agency [**guidelines, example**]
- Coalition / Joint / Interagency Operational Problem [**guidelines, example**]
- Capabilities Solution [**guidelines, example**]
- Planned Schedule [**guidelines, example**]
- Overall Transition Strategy
 - Accomplished to date [**guidelines, example**]
 - Planned [**guidelines, example**]
- Operational Use by the Warfighter (if applicable) [**guidelines, example**]
- Funding [FY20XX, OSD(AS&C), total planned funding all sources] [**guidelines, example**]



Implementation Direction

- **Key Activities:**

- Obtain stakeholders' approval of JCTD Implementation Directive (ID)
- Obtain DUSD(AS&C) approval of JCTD ID
- Continue development of JCTD
 - Maintain updated JCTD on KIMS
- Request and obtain funding

- **Participants:**

- Lead: Director, JCTD Program, ADUSD(AS&C) and Oversight Executive, ODUSD(AS&C)
- Supporting:
 - Operational Manager
 - Technical Manager, Service / Agency
 - Transition Manager, Service / Agency
 - Interagency, International

Key Documentation: Implementation Directive, Funding Request



Implementation Directive Outline



Cover

Signature Page (*senior resource providers*)

- I. Introduction [guidelines, example]**
- II. Coalition / Joint / Interagency Operational Problem [guidelines, example]**
- III. Overall Objective and Approach [guidelines, example]**
- IV. Organizational Structure, Roles and Responsibilities [guidelines, example]**
- V. Top Level CONEMP or CONOP [guidelines, example]**
- VI. Overall Transition Strategy [guidelines, example]**
- VII. Schedule [guidelines, example]**
- VIII. Funding Tables**
 - A. Cost Plan [per Task and FY] [guidelines, example]
 - B. Funding [per Source and FY] [guidelines, example]
- IX. Points of Contact [guidelines, example]**



Funding Request

- **DUSD(AS&C) Funding Request Overall Guidelines [[guidelines](#)]**
- **DUSD(AS&C) Funding Request Form [[guidelines](#), [example](#)]**
- **DUSD(AS&C) Sub-Allocation Memo [[guidelines](#), [example](#)]**
- **Statement of Work for Reimbursable MIPR [[guidelines](#), [example](#)]**
- **Statement of Work for Direct Cite MIPR [[guidelines](#), [example](#)]**



Demonstration, Operational Utility Assessment & Transition



- **Key Activities:**

- Develop and implement operational, technical and transition approach
 - Develop, coordinate and obtain Director, JCTD Program, approval of MTP
 - Develop and coordinate CONOP and TTP
 - Identify and establish user requirements based on CONOP
 - Develop and establish Integrated Assessment Plan (IAP)
 - Develop technical documentation (e.g., approach, specifications, security classification guide, etc.)
 - Develop Training Plan
 - Develop / update Business Case Analysis, as part of transition strategy
- Request and obtain funding
- Conduct vulnerability assessments (via JIOWC)
- Technically and operationally demonstrate JCTD according to CONOP, TTP, functional requirements
 - Employ spiral “demo-build-demo” approach
 - Update MTP, CONOP and TTP, technical documentation and Training Plan
- Perform Interim(s) and Final Operational Utility Assessments (I/OUA)
- Develop and obtain COCOM approval of interim(s) and OUA Reports
- Finalize CONOP and TTP, technical documentation and Training Plan
- Initiate transition pending successful IOUAs / final OUA
- Maintain updated JCTD on KIMS

- **Participants:**

- Leads: Operational Manager, Technical Manager, Transition Manager
- Supporting:
 - Oversight Executive, ODUSD(AS&C)
 - Independent Assessor
 - Interagency, International

Key Documentation: Management and Transition Plan (MTP), Funding Request, CONOP & TTP, Integrated Assessment Plan (IAP), Operational Utility Assessment (OUA) Report



Management and Transition Plan Outline



- **Cover**
- **Signature Page (leaders of execution players)**
- **Table of Contents**

**Builds on
Proposal Paper**

I. Overview

- A. The Situation [**guidelines, example**]
- B. Coalition / Joint / Interagency Operational Problem [**guidelines, example**]
- C. Desired Capabilities [**guidelines, example**]
- D. Top Level Capabilities and Metrics as applied to Joint Functional Capability Area [**guidelines, example**]
- E. Solutions Trade-off Analysis
 1. Key Assumptions [**guidelines, example**]
 2. Alternatives Identification and Comparison [**guidelines, example**]
 3. Conclusions and Recommendations [**guidelines, example**]
- F. Capabilities Solution [**guidelines, example**]
- G. Overall Demonstration Strategy [**guidelines, example**]

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets

II. Operational

- A. Operational View-1 (OV-1) [**guidelines, example**]
- B. Top Level CONEMP or CONOP [**guidelines, example**]
- C. Critical Operational Issues (COI) [**guidelines, example**]
- D. Coalition / Joint / Interagency Operational Utility Assessment Strategy [**guidelines, example**]
- E. Operational Demonstration Approach [**guidelines, example**]
- F. Top Level Demonstration Scenarios [**guidelines, example**]

Action Oriented - Facts - To the Point



Management and Transition Plan Outline (cont'd)



III. Technical

- A. System View-1 (SV-1) [guidelines, example]
- B. Technical Demonstration and Programmatic Approach [guidelines, example]
- C. Core Technologies [guidelines, example]
- D. Affordability for Transition [guidelines, example]
- E. Interoperability and Integration [guidelines, example]
- F. Training [guidelines, example]
- G. Security, Information Assurance and Safety [guidelines, example]

**Builds on
Proposal Paper**

IV. Transition

- A. Capabilities Summary (based on ICD Elements 1- 5)
 - 1. Joint Functional Capability Area [guidelines, example]
 - 2. Required Capabilities [guidelines, example]
 - 3. CONOP Summary [guidelines, example]
 - 4. Threat and Operational Environment [guidelines, example]
 - 5. Quantified / Qualitative Entrance Criteria [guidelines, example]
- B. Overall Transition Strategy [guidelines, example]
- C. Description of Products / Deliverables [guidelines, example]
- D. Follow-on Development, Production, Fielding, Sustainment
 - 1. Overall Strategy [guidelines, example]
 - 2. Targeted POR / Programs [guidelines, example]
 - 3. Configuration Management [guidelines, example]
- E. Interim Capability Through Extended Use (if implemented)
 - 1. Overall Strategy [guidelines, example]
 - 2. Interim Capability Package [guidelines, example]
 - 3. Targeted Extended Use [guidelines, example]

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets

Action Oriented - Facts - To the Point



Management and Transition Plan Outline (cont'd)



- F. Schedule [guidelines, example]
- G. Funding [guidelines, example]
- H. Transition Management [guidelines, example]
- I. PPBE Strategy
 - 1. Year of Execution Reprogramming [guidelines, example]
 - 2. Budget [guidelines, example]
 - 3. Program Objective Memorandum (POM) Build [guidelines, example]
- J. Training Strategy and Methods [guidelines, example]
- K. Interoperability and Integration [guidelines, example]
- L. Security and Certification and Accreditation (C&A) [guidelines, example]
- M. Intellectual Property (IP) [guidelines, example]
- N. Business Case Analysis (ICD Element 6)
 - 1. Key Assumptions [guidelines, example]
 - 2. Alternatives Identification and Comparisons [guidelines, example]
 - 3. Benefit Analysis [guidelines, example]
 - 4. Cost Analysis [guidelines, example]
 - 5. Evaluate Sensitivities, Uncertainties and Risks [guidelines, example]
 - 6. Observations, Conclusions and Recommendations [guidelines, example]
- O. Transition Risk Management [guidelines, risk example, TCL example]

**Builds on
Proposal Paper**

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets

Action Oriented - Facts - To the Point

Version 1.0



Management and Transition Plan Outline (cont'd)



V. Networks / Equipment / Facilities / Ranges / Sites [guidelines, example]

VI. Organizational and Programmatic Approach

A. Organizational Structure, Roles and Responsibilities [guidelines, example]

B. Programmatic

1. Schedule [guidelines, example]
2. Supporting Programs [guidelines, example]
3. Cost Plan [by task and by FY] [guidelines, example]
4. Funding [by source and by FY] [guidelines, example]

VII. Acquisition and Contracting Strategy [guidelines, example]

VIII. JCTD Risk Management and Mitigation Approach [guidelines, example]

IX. Summary and Payoffs [guidelines, example]

X. Acronyms and Terms [guidelines, example]

XI. Glossary [guidelines, example]

XII. Related Documents [guidelines, example]

**Builds on
Proposal Paper**

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets

Action Oriented - Facts - To the Point



Transition POR / Program or EU

Detail Sheet Outline (cont'd)



A1857-J-06

- a. POR / Program or Extended Use Title [**guidelines**, **POR example**, **EU example**]
- b. POR / Program or Extended Use Description [**guidelines**, **POR example**, **EU example**]
- c. POC [**guidelines**, **POR example**, **EU example**]
- d. Transition Type [**guidelines**, **POR example**, **EU example**]
- e. Transition Products / Deliverables [**guidelines**, **POR example**, **EU example**]
- f. Key Transition Steps / Actions / Activities [**guidelines**, **POR example**, **EU example**]
- g. Transition Timeline [**guidelines**, **POR example**, **EU example**]
- h. Funding (i.e., delta for certification and accreditation, follow-on development, acquisition, operation and maintenance) [**guidelines**, **POR example**, **EU example**]

FY Funding Required	FY 09	FY 10	FY 11	FY12	FY13	FY14	FY15	Total
Description								
RDT&E (\$M)								\$ -
Procurement (\$M)								\$ -
O&M (\$M)								\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

- i. Major Issues and Solutions [**guidelines**, **POR example**, **EU example**]
- j. Technical, Cost and Schedule Risk [**guidelines**, **POR example**, **EU example**]

Action Oriented - Facts - To the Point



CONOP & TTP Outline

I. Overview

- A. Purpose and Scope [guidelines, example]
 - 1. Development Process [example]
- B. Coalition / Joint / Interagency Operational Problem [guidelines, example]
- C. Desired Capabilities [guidelines, example]
- D. Capabilities Solution [guidelines, example]

II. Capabilities Summary

- A. Joint Functional Capability Area [guidelines, example]
- B. Required Capabilities [guidelines, example]
- C. Concept of Operations Summary [guidelines, example]
- D. Threat and Operational Environment [guidelines, example]
- E. Critical Operational Issues (COI) [guidelines, example]

III. Joint / Coalition / Interagency Capabilities and Metrics

- A. Top Level Capabilities and Metrics [guidelines, example]
- B. Mission Area Analysis (MAA) [guidelines, example]

IV. Joint / Coalition / Interagency Concept(s) of Operation

- A. Operational View (OV-1) [guidelines, example]
- B. Strategic - Operational - Tactical Level of War (as applicable) [guidelines, example]
 - 1. Scenarios (Operational Situation) [example]
 - 2. Vignettes (Tactical Situation) [example]



CONOP & TTP Outline (cont'd)



V. Joint / Coalition / Interagency Tactics, Techniques and Procedures (TTP)

- A. Purpose and Scope [guidelines, example]
- B. Tactics, Techniques and Procedures [guidelines, example]

VI. DOTMLPF Modification (as needed) [guidelines, example]

VII. Conclusions and Issues [guidelines, example]

VIII. Acronyms and Terms [guidelines, example]

IX. Glossary [guidelines, example]

X. Related Documents [guidelines, example]

XI. Appendices (optional) [guidelines, example]

- A. Architecture Framework
 - 1. Operational Views (OV-2, 3, 5, 6c)
 - 2. System Views (SV-1, 2, 6)
 - 3. Technical Views (TV-1)
- B. Joint Capability Systems / Technologies
 - 1. Description - Characteristics - Performance Parameters
 - 2. Program(s) Strategy - Objectives (if applicable)
- C. JCIDS / Acquisition Process Required Documents (as applicable):
 - 1. Initial Capabilities Document (ICD)
 - 2. Capabilities Development Document (CDD)
 - 3. Capabilities Production Document (CPD)



Integrated Assessment Plan (IAP) Outline



I. Overview

- A. Purpose and Scope [guidelines, example]
- B. Coalition / Joint / Interagency Operational Problem [guidelines, example]
- C. Desired Capability(ies) [guidelines, example]
- D. Capabilities Solution [guidelines, example]
- E. Top Level CONEMP or CONOP [guidelines, example]
- F. Operational View-1 (OV-1) [guidelines, example]
- G. System View-1 (SV-1) [guidelines, example]

**Ensures Compatibility
with CJCS 3170
ICD / CDD Process**

II. Operational Assessment Approach

- A. Schedule [guidelines, example]
- B. Demonstration Venues and Participants [guidelines, example]
- C. Pre-Certification Opportunities and Aspects [guidelines, example]
- D. Procedures (aligned with TTP) [guidelines, example]
- E. Data Requirements and Resources [guidelines, example]
- F. Constraints (as applicable) [guidelines, example]

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets

III. Operational Utility Assessment Framework

- A. Coalition / Joint / Interagency Operational Problem [guidelines, example]
- B. Critical Operational Issues (COI) and Objectives [guidelines, example]
- C. Top Level Capabilities & Metrics as applied to Joint Functional Capability Area [guidelines, example]
- D. Measures of Performance (MOP) and Measures of Effectiveness (MOE) [guidelines, example]

Action Oriented - Facts - To the Point



Integrated Assessment Plan (IAP) Outline (cont'd)



IV. Operational Utility Assessment Reporting [guidelines, example]

V. Networks / Equipment / Facilities / Ranges / Sites [guidelines, example]

VI. Assessment Management

A. Team [guidelines, example]

B. Approach [guidelines, example]

VII. Acronyms and Terms [guidelines, example]

VIII. Glossary [guidelines, example]

IX. Related Documents [guidelines, example]

Ensures Compatibility
with CJCS 3170
ICD / CDD Process

Narrative Text
Figures &
Illustrations
Tables & Charts
Schedules
Spreadsheets

Action Oriented - Facts - To the Point



Operational Utility Assessment (OUA) Report Outline



I. Overview

- A. Purpose and Scope [guidelines, example]
- B. Coalition / Joint / Interagency Operational Problem [guidelines, example]
- C. Desired Capability(ies) [guidelines, example]
- D. Capabilities Solution [guidelines, example]
- E. Top Level CONEMP or CONOP [guidelines, example]
- F. Operational View-1 (OV-1) [guidelines, example]
- G. Demonstration Venues and Participants [guidelines, example]
- H. Assessment Management Team [guidelines, example]
- I. Constraints [guidelines, example]

Ensures Compatibility
With CJCS 3170
ICD / CDD Process

II. Operational Utility Assessment Results

- A. Capabilities Impact on Coalition / Joint / Interagency Operational Problem [guidelines, example]
- B. Resolution of Critical Operational Issues (COI) and Objectives [guidelines, example]
- C. Top Level Capabilities and Metrics Results [guidelines, example]
- D. Measures of Performance (MOP) Results and Measures of Effectiveness (MOE) [guidelines, example]
- E. Operational Deficiencies [guidelines, example]

III. Summary / Conclusions and Recommendations

- A. Operational Utility Determination [guidelines, example]
- B. Transition, DOTMLPF, CONOP and TTP Recommendations [guidelines, example]

IV. Acronyms and Terms [guidelines, example]

V. Glossary [guidelines, example]

VI. Related Documents [guidelines, example]

Narrative Text
Figures &
Illustrations
Tables & Charts
Spreadsheets



Final Reporting

- **Main Activities:**

- Complete Extended Use of Interim Capability effort [if conducted]
- Collect, organize and assemble JCTD documentation package
- Obtain 4 Star “Champion” memorandum supporting JCTD capability and transition
 - Draft COCOM Senior Leadership memorandum to Lead Transition Service / Agency Programmer / Senior Acquisition Executive requesting POR / Program resourcing for transition
- Draft Final Report
- Submit Final Report to DUSD(AS&C) and disseminate to COCOMs, Joint Staff, Services and Combat Development Centers
- Brief FCB, JCB, JROC on Final Report [as appropriate]

- **Participants:**

- Leads: Transition Manager with Operational Manager
- Supporting:
 - Technical Manager
 - Oversight Executive, ODUSD(AS&C)
 - Interagency, International

Key Documentation: Final Report



Final Report (FR) Outline

I. Overview

- A. Purpose and Scope [guidelines, example]
- B. Coalition / Joint / Interagency Operational Problem [guidelines, example]
- C. Desired Capabilities [guidelines, example]
- D. Capabilities Solution [guidelines, example]
- E. Top Level CONEMP or CONOP [guidelines, example]
- F. Operational View-1 (OV-1) [guidelines, example]
- G. Organizational Structure, Roles and Responsibilities [guidelines, example]

II. Accomplishments and Lessons Learned

- A. Capabilities Impact on Coalition / Joint / Interagency Operational Problem [guidelines, example]
- B. Demonstration Accomplishments [guidelines, example]
- C. Extended Use Accomplishments [if conducted] [guidelines, example]
- D. Transition Accomplishments / Projection [guidelines, example]
- E. Lessons Learned [guidelines, example]

Narrative Text
Figures &
Illustrations

III. Summary, Conclusions and Recommendations [guidelines, example]

IV. Acronyms and Terms [guidelines, example]

V. Glossary [guidelines, example]

VI. Appendix [guidelines, example]

- A. Detailed Lessons Learned
- B. JCTD Documentation (ID, MP, TP, IAP, OUA Report, Technical Specifications, CONOP / TTP, DOTMLPF Recommendations, etc.)



Position Roles and Responsibilities

- Operational Manager [**guidelines**]
- Technical Manager [**guidelines**]
- Transition Manager [**guidelines**]
- ODUSD(AS&C) Oversight Executive [**guidelines**]
- Oversight Group [**guidelines**]
- ODUSD(AS&C) Combatant Command Lead [**guidelines**]
- ODUSD(AS&C) Joint Functional Capability Area Portfolio Lead [**guidelines**]
- COCOM JCTD Program Lead [**guidelines**]
- Independent Assessor [**guidelines**]



Operational Manager

- **Provides day-to-day operational direction**
- **Serves as member of IMT (OM, TM, XM, OE)**
- **Codevelops ID, Management and Transition Plan**
- **Manages and provides input on warfighter involvement**
- **Coordinate components and other COCOMs' involvement**
- **Plans, schedules, executes operational demonstrations and exercises**
- **Develops Joint CONOP and TTP and functional requirements with user participation**
- **Develops DOTMLPF recommendations**
- **Plans and conducts Joint and coalition OUAs with support of the independent assessor**
- **Participates and contributes to transition planning**
- **Continues to support JCTD during EU of interim capability**
- **Supports closeout and final reporting**



Technical Manager

- **Provides day-to-day technical direction**
- **Serves as member of IMT (OM, TM, XM, OE)**
- **Codevelops ID and Management and Transition Plan**
- **Integrates and technically demonstrates the capability and applicable technologies**
- **Manages JCTD contract(s) and acquisition instruments**
- **Delivers the Joint capability solution to the OM for demonstration, exercises and assessment**
- **Participates and contributes to the OUA planning**
- **Participates and contributes to the CONOP and TTP development**
- **Manages capability solution**
- **Participates and contributes to transition planning**
- **Develops training plan and provides training**
- **Contributes to development of DOTMLPF recommendations**
- **Continues to support JCTD during EU on interim capability, as needed**
- **Serves as JCTD financial manager**



Transition Manager

- **Provides day-to-day transition direction**
- **Serves as member of IMT (OM, TM, XM, OE)**
- **Codevelops ID, Management and Transition Plan**
- **Plans for and supports possible EU of interim capability**
- **Leads the transition IPT**
- **Participates and contributes to the OUA planning**
- **Participates and contributes to the CONOP and TTP development**
- **Identifies and facilitates funding for transition and EU support**
- **Leads required document development (ICD, CDD, Capabilities Production Document [CPD]), as needed**
- **Leads budget and POM development for transition to acquisition and coordinates with Services and agencies**



ODUSD(AS&C) Oversight Executive

- Serves as SME and provides POG assistance for the JCTD life cycle to government; industry; and international management, coalition, and / or interagency team
- Serves as member of IMT (OM, TM, XM, OE)
- Coordinates and establishes priorities, evaluates alternatives, oversees funding requirements, and assesses programmatic feasibility
- Assesses program deficiencies and recommends remedies
- Oversees development, coordination, implementation of IDs, Management and Transition Plans, international cooperative project agreements, congressional correspondence and information documents
- Maintains liaison with executives of COCOMs, Services, OGAs, industry, professional associations, academia and international MoD s.
- Chairs teams consisting of members from the OSD, Joint Staff, COCOMs, Services, defense agencies and industry
- Defends JCTD with Congress, DoD Leadership, Government Accountability Office (GAO), and other stakeholders



Oversight Group

- **Established for each JCTD**
- **Chaired by the DUSD(AS&C) or Director, JCTD Program or his / her primary representative and primarily includes Senior / FO / GO level decision-makers / stakeholders representing the operational, technical and transition management areas**
- **Provides a collaborative decision making forum on an annual or as needed basis to:**
 - Review in-process status
 - Address and resolve senior level issues presented by JCTD Integrated Management Team
 - Provide guidance and direction on execution of JCTD including such areas as major funding, schedule, organizational and / or programmatic changes
 - Renders decisions that could accelerate, maintain, extend or terminate a JCTD



ODUSD(AS&C) Combatant Command Lead

- **Understands prioritized COCOM operational needs, including:**
 - Annual COCOM IPL submissions and Joint needs (e.g., JUONS, other)
 - Component needs
 - Lessons learned based on operations or exercises
- **Connects with (DDR&E) agile acquisition opportunities and programs:**
 - Joint Experimentation (JE) and Joint Prototyping; Joint Advance Warfighting Program (JAWP); Technology Transition Initiative (TTI) Program; Defense Acquisition Challenge (DAC) Program; Foreign Comparative Testing (FCT) Program; Coalition Warfare Interoperability Demonstration (CWID) Program; Defense Adaptive Red Team (DART); Quick Reaction Special Projects (QRSP); Joint Rapid Acquisition Cell (JRAC); Rapid Equipping Force (REF); Research and development programs at agencies (e.g., DARPA, DTRA, DISA)
- **Coordinates between COCOM staff, DDR&E and AS&C**
 - AS&C participation in annual COCOM conferences
 - Other significant visits / meetings (e.g., Joint Staff hub trips, DDR&E and AS&C staff visits to COCOMs, COCOM staff visits to DDR&E and AS&C, COCOM attendance at JCTD candidate reviews, Joint Concept Development and Experimentation meetings, and Functional Capability Board
 - Items of Interest (e.g., status of COCOM proposals, technology push opportunities)
- **Coordinates high-level COCOM, DDR&E and AS&C communications**
 - 'PERSONAL FOR's, calls for proposals, senior oversight reviews, other formal communications)
- **Conducts routine, day-to-day interactions with COCOM POCs**
- **As requested by COCOM staff, presents COCOM interests in JCIDS**



ODUSD(AS&C) Joint Functional Capability Area (JFCA) Portfolio Lead



- **Coordinates with the Joint Staff and others in the JCIDS process for designated JFCA portfolios including:**
 - Working closely with the AS&C OE assigned to JCTD candidate proposal throughout JCTD life cycle to ensure appropriate visibility and interface are maintained within the parameters of JCIDS
 - Continual coordination with the COCOM representative to ensure the equities of the COCOM(s) are being accurately and energetically pursued in the JCTD and in the JCIDS process.



COCOM JCTD Program Lead

- Serves as the lead for the COCOM JCTD Program
- Oversees coordination of components and other COCOMs' involvement
- Assists COCOM J-codes in identification and submission of new JCTD candidates
- Coordinates COCOM rating and ranking of JCTD proposals through COCOM headquarters
- Monitors individual JCTD and overall JCTD program portfolio performance and transition
- Maintains COCOM JCTD records and documentation
- Represents COCOM to DUSD(AS&C) and other COCOMS on JCTD issues
- Provides direct assistance to JCTD teams developing proposal to include submittal and partnership development
- Reviews and approves JCTD IDs and MTPs
- Provides necessary assistance to operational managers with risk mitigation and resolution
- Coordinates COCOM staff participation in annual JCTD Oversight Group reviews
- Responsible for planning and execution of the COCOM / DUSD(AS&C) annual JCTD review
- Assists DUSD(AS&C) staff with understanding COCOM needs and capability gaps and reporting of JCTD information
- Attends and participates in Candidate Review Board, Managers' Conference, and other COCOM conferences



Independent Assessor

- **Reports directly to OM**
- **Drafts overall Operational Utility Assessment (OUA) strategy and framework**
- **Develops and coordinate Integrated Assessment Plan (IAP)**
- **Develops and coordinate Demonstration Execution Document (DED) / Assessment Execution Document (AED), as needed, in support of IAP**
- **Prepares and execute data collection plan (quantitative and qualitative)**
- **Conducts raw data collection using general or specially designed test equipment**
- **Issues and conduct surveys, questionnaires**
- **Provides technical analysis of demonstrations / assessments results**
- **Drafts and coordinate I / OUA Quicklook Reports**
- **Drafts Limited Operational Utility Assessment (LOUA) and OUA Reports including DOTMLPF recommendations**
- **Assists in planning and scheduling assessment events / exercises**
- **Trains assessment observers and supplementary data collectors**
- **Participates [as appropriate] in meetings of the OM, TM and XM**



JCTD DUSD(AS&C) Funding

- **Critical component for successful JCTD execution**
 - More in first two years to allow Services / agencies to program for remaining years including transition
 - Can be greater than 30% of total JCTD funding
 - Not more than \$8M per year without special DUSD(AS&C) approval
- **Defined by Proposal Package, Implementation Directive (ID) and Management and Transition Plan (MTP)**
- **DUSD(AS&C) funding release requirements for:**
 - First year funding: DUSD(AS&C) and all partners approve ID
 - Up to 50% while ID in coordination to decrease start-up time if approved by ODUSD(AS&C) OE and Director, JCTD Program
 - Second year funding: Director JCTD Program and leaders of execution players approve MTP 60 days after approved ID
 - Up to 50% of second year funding can be released if MTP approval is considered imminent
- **Budget Activity 4 (BA-4) Program Element (PE) for Transition**
- **Budget Activity 5 (BA-5) PE for Defense Acquisition Executive (DAE) Pilot program**
 - Limited amount of procurement funding to sustain successful, very mature (i.e., TRL 7 or greater) Joint-peculiar projects until transition accomplished



Contact Information



**AS&C
JCTD**

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